Canada

PUBLIC PROSECUTION SERVICE OF CANADA

Part III: Report on Plans and Priorities

2010-11

Public Prosecution Service of Canada
Service des poursuites pénales du Canada

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MESSAGE FROM THE ATTORNEY GENERAL OF CANADA

Canadians can take pride in the many recent accomplishments of the Government of Canada in the fight against crime. Since its creation in 2006, the Public Prosecution Service of Canada (PPSC) has played an important role in prosecuting cases under federal jurisdiction with the highest standards of diligence and fairness.

The PPSC plays a key role in supporting the Government's efforts to ensure the safety and security of our communities. A key player in the Canadian criminal justice system, the PPSC is responsible for the prosecution of *Criminal Code* offences such as terrorism, organized crime, regulatory offences and capital-market crimes, among others.

In addition to outlining the key program and planning activities for the coming year, this report demonstrates the benefits to Canadians provided by the PPSC. I am confident that the PPSC will continue to demonstrate the leadership and professionalism that has become the hallmark of federal prosecutors in Canada.

The Hon. Rob Nicholson, P.C., M.P., Q.C.
Minister of Justice and Attorney General of Canada

MESSAGE FROM THE DIRECTOR OF PUBLIC PROSECUTIONS

I am pleased to present the *2010-2011 Report on Plans and Priorities* for the Public Prosecution Service of Canada. The Report outlines areas of priority for the PPSC and serves as a roadmap for progress in the delivery of its mandate.

The PPSC proudly and professionally delivers prosecution-related services across Canada. At the same time, we are maintaining our momentum in the achievement of our corporate and management priorities.

A number of areas, including workload, costs, and personnel issues, will affect the operations of the PPSC in addition to those more specifically related to our criminal justice work. I am confident the PPSC is well placed to face these issues in the years ahead and to continue providing Canadians with the high level of service they expect from their prosecutors.

Brian Saunders
Director of Public Prosecutions

SECTION I—OVERVIEW

1.1 Summary Information

Raison d'être

The mandate of the Public Prosecution Service of Canada (PPSC) is set out in the *Director of Public Prosecutions Act*[1] . The *Act* calls on the PPSC to provide prosecutorial advice to law enforcement agencies, and to prosecute matters on behalf of the Crown that are within the jurisdiction of the Attorney General of Canada. The PPSC's sole strategic outcome is the prosecution of criminal and regulatory offences under federal law in a manner that is independent, impartial and fair.

The PPSC plays an integral role in the criminal justice system, promoting due process and working to safeguard the rights of all those who come into contact with the system. The benefits to Canadians from the work carried out by the PPSC include:

- provision of legal advice to federal investigative agencies and government departments on the criminal law implications of investigations and prosecutions;
- appropriate enforcement of federal laws through principled and independent decisions by prosecutors; and
- confidence in the administration of justice through professionally conducted prosecutions that result in a judicial determination on the merits of the evidence.

The PPSC is a national prosecution service with a network of offices across Canada. As of March 31, 2009, it had 802 full-time equivalents (FTEs), the majority of whom were staff prosecutors. The remainder included other professionals, such as senior managers, paralegals, administrators and corporate services staff. The PPSC also employs the services of private-sector legal agents in locations where it does not have a regional office or where it is impractical or otherwise not cost-effective for staff counsel to handle cases. The PPSC currently retains some 229 standing agent firms across Canada, or approximately 700 individually appointed counsel.

[1] The PPSC was created on December 12, 2006, when Part 3 of the *Federal Accountability Act* received Royal Assent, bringing the *Director of Public Prosecutions Act* into force.

Responsibilities

The PPSC undertakes key duties on behalf of the Attorney General of Canada. These key duties, to be carried out in an objective and non-partisan manner, are:

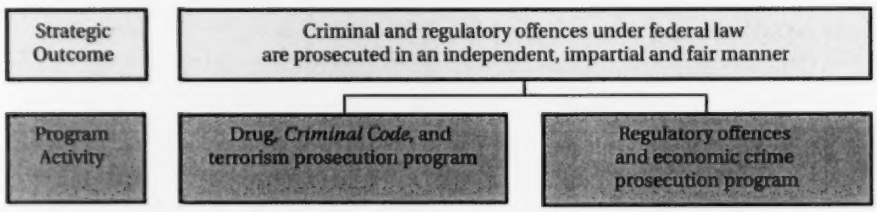
- **The duty to act independently in making decisions related to criminal prosecutions** – This constitutional principle recognizes that decisions to prosecute, stay proceedings or launch an appeal must be made in accordance with legal criteria. The public interest must be taken into account, but not considerations of a partisan political nature.
- **The duty to act independently in providing prosecution-related legal advice** – While prosecution-related advice to law enforcement and other federal investigative agencies will take into account the agency's legal and policy setting, prosecutors cannot be drawn into the agency's policy making and program administration such that their ability to provide impartial, accurate and effective legal advice is undermined.

The PPSC prosecutes cases under federal statutes that are referred to it by the Royal Canadian Mounted Police (RCMP), other federal investigative agencies, as well as provincial and municipal police forces.

The PPSC's prosecution-related work is part of the criminal justice continuum, which includes investigative agencies, law enforcement, the courts and correctional services. Prosecution-related advice provided during police investigations is crucial to ensure that police techniques and procedures are consistent with evolving rules of evidence and the protections of the *Canadian Charter of Rights and Freedoms*. The advantage of early prosecutorial advice includes reducing the risk that operational decisions, such as those about methods of obtaining evidence, will detrimentally affect the admissibility of evidence at trial.

Strategic Outcome and Program Activity Architecture (PAA)

The PPSC has one strategic outcome as illustrated in the following chart, which also presents the PPSC's framework of program activities for 2010-11.


Strategic Outcome
Criminal and regulatory offences under federal law are prosecuted in an independent, impartial and fair manner
Program Activity
Drug, *Criminal Code*, and terrorism prosecution program
Regulatory offences and economic crime prosecution program

1.2 Planning Summary

The following tables provide a summary of the total planned spending for the PPSC for the next three fiscal years.

Financial Resources ($ millions)

2010-11	2011-12	2012-13
172.7	176.8	172.8

Human Resources (Full-Time Equivalent - FTE)

2010-11	2011-12	2012-13
940	942	942

Planning Summary Table

Strategic Outcome :
Criminal and regulatory offences under federal law are prosecuted in an independent, impartial and fair manner.

Performance Indicators	Targets
• Number and nature of judicial stays for abuse of process based on the conduct of a federal prosecutor.	• Zero
• Number and percentage of successful malicious prosecution lawsuits.	• Zero
• Number and nature of substantiated complaints regarding the PPSC's independence, impartiality or fairness.	• Zero

Program Activity[2]	Forecast Spending ($ millions)	Planned Spending ($ millions)			Alignment to Government of Canada Outcomes
	2009-10	2010-11	2011-12	2012-13	
Program Activity #1: Drug, *Criminal Code*, and terrorism prosecution program	127.7	130.2	132.3	134.1	Social Affairs: A Safe and secure Canada
Program Activity #2: Regulatory offences and economic crime prosecution program	19.8	17.3	17.3	17.3	
Program Activity #3: Internal Services	24.9	25.2	27.2	21.4	
Total	**172.4**	**172.7**	**176.8**	**172.8**	

[2] For program activity descriptions, please access the Main Estimates online at: http://www.tbs-sct.gc.ca/pre-est/estime.asp

Contribution of Priorities to Strategic Outcome

Operational Priorities	Type	Description
Prosecuting offences under federal law	Ongoing	**Why is this a priority?** • A central element of the PPSC's legal mandate is to prosecute matters on behalf of the Crown that are within the jurisdiction of the Attorney General of Canada. **Plans for meeting the priority** • Prosecute cases under more than 60 federal statutes where charges are laid by the RCMP, other federal investigative agencies, as well as provincial and municipal police forces. The PPSC expects to handle approximately 80,000 litigation files in 2010-11 if current trends continue. • Continue joint planning with stakeholders to remain in step with investigative priorities and anticipate their impact on the various prosecution areas.
Providing legal advice to investigative agencies	Ongoing	**Why is this a priority?** • Prosecution-related advice during police investigations, particularly large-scale and complex investigations, is crucial to ensure that investigative techniques and procedures conform with the evolving rules of evidence and the protections found in the *Canadian Charter of Rights and Freedoms.* **Plans for meeting the priority** • Maintain specialized teams of prosecutors that are dedicated to prosecutions where expert knowledge of specific legislation is required, e.g., economic crime prosecutions. • In areas such as organized crime and capital market enforcement, continue to work cooperatively with investigative agencies, providing advice and litigation support during the investigative stage of highly complex cases.
Contributing to strengthening the criminal justice system	Ongoing	**Why is this a priority?** • The PPSC contributes to the government priority of strengthening the criminal justice system across Canada and improving its efficiency. **Plans for meeting the priority** • Develop a conceptual framework for law practice management. • Continue to provide legal training to staff prosecutors, agents and senior law enforcement investigators, and promote federal/provincial/territorial (FPT) cooperation within the prosecution community on shared issues. • Promote continued cooperation through participation in meetings of the FPT Deputy Ministers of Justice, and membership in the FPT Heads of Prosecutions Committee and various related sub-committees.

Contribution of Priorities to Strategic Outcome *(cont'd)*

Management Priorities	Type	Description
Performance measurement framework	Previously committed to	**Why is this a priority?** • Sound performance measurement processes and tools help manage operational performance and enhance the planning process. **Plans for meeting the priority** • Refine the PPSC's performance measurement strategy and framework under the direction of a multi-disciplinary working group. • Implement additional performance measurement indicators. • Assess and improve the capabilities of internal systems to supply the required data to support additional performance indicators.
Recruitment and retention	Previously committed to	**Why is this a priority?** • The PPSC values and appreciates the contribution of its employees and seeks to offer rewarding careers with diverse opportunities and intellectually challenging work. **Plans for meeting the priority** • Complete the development of a career path for prosecutors. • Enhance training opportunities, implement a national recruitment strategy and develop competency profiles for all employee groups.
Security	Previously committed to	**Why is this a priority?** • Ensuring the safety and security of its employees is of paramount importance to the PPSC. Due to the nature of their work, PPSC employees face the risk of direct and indirect threats to their safety. • Establishing a national business continuity plan is a priority for the PPSC in order to ensure the continued availability of its services in support of the effective functioning of government. **Plans for meeting the priority** • Establish additional elements to the PPSC security program and a business continuity plan that focuses on the organization's unique security requirements and that complies with relevant legislation and policies. • Continue to work closely with police forces as well as with the FPT Heads of Prosecution Committee to share information on security threats, issues and mitigation strategies.

Knowledge management (KM)	Previously committed to	**Why is this a priority?** • KM, including continuous learning, contributes to an effective and efficient work force which is essential to the successful delivery of the PPSC's mandate. **Plans for meeting the priority** • Develop the PPSC's KM vision and implement a related multi-year action plan to develop or refine needed knowledge bases and deliver KM services throughout the organization. • Improve information management and information technology (IM/IT) services to enhance internal services and organization-wide program delivery. This will include relevant business data capture, improve data quality and better distribute information in real time across the organization to inform and improve strategic decision-making. • Update the *Federal Prosecution Service Deskbook* - a key resource tool for staff prosecutors and agents. • Secure strategic financing for investments in IM/IT, KM and business processes.

Risk Analysis

Operational Trends

As of January 2010, the PPSC's total estimated volume of litigation files for 2009-10 reached 79,427[3], compared to 74,674 litigation files handled in 2008-09. Of this total, approximately 87% were within the drug, *Criminal Code* and terrorism offences prosecution program (which includes organized crime offences), whereas close to 13% involved the prosecution of federal regulatory offences and economic crime.

A small percentage of highly complex cases absorb a disproportionate share of the total resources of the PPSC. By way of example, organized crime cases represented approximately 1.4 % of the litigation caseload in 2008-09 but approximately 13% of the recorded litigation time of PPSC counsel and paralegals. A relatively small increase in the number of organized crime cases, in response to strengthened law enforcement efforts across Canada, may have a disproportionate impact on the demand for prosecutorial resources. A single mega-case can absorb more prosecutorial resources than several hundred low-complexity cases.

Since federal and provincial prosecution services face shared issues and challenges, they benefit from collaboration under the leadership of the Federal/Provincial/Territorial (FPT) Heads of Prosecution Committee. The Committee works to promote inter-jurisdictional cooperation and assistance on operational issues such as quality assurance, organized crime prosecutions, concurrent jurisdiction, proceeds of crime, expert witnesses and prosecutor training and security. This collaboration with key stakeholders in the criminal justice system is an important element of the operating context of the PPSC. In addition, the PPSC co-chairs the Securities Fraud and Economic Crime Prosecutors Affiliation, a sub-committee of the FPT Heads of Prosecution Committee.

External and Internal Influences Facing the PPSC

The PPSC is subject to a variety of external and internal influences, described below.

Workload and rising operational costs: Because much of the PPSC's workload is generated by police forces laying charges under federal statutes, it is largely based on police decisions regarding investigative priorities, tactics and allocation of resources. Increases in drug enforcement, for example, or policing resources can significantly affect the nature and volume of the PPSC caseload. Similarly,

[3] This is a count of litigation files carried over from previous fiscal years and worked on during 2009-10 as well as new files assigned throughout the fiscal year, including an estimate to year-end.

changes in police tactics to focus on the upper echelons of organized crime groups rather than on individuals in the lower ranks, affect the complexity and cost of prosecutions. The cost of prosecuting organized crime and mega-cases is far greater than simple drug possession cases, since the former type of cases typically involve multiple accused and charges, complex evidence (both factually and legally), international dimensions, extensive disclosure and numerous pre-trial applications.

Workforce Issues: The entry into force of the first collective agreement for lawyers in the federal public service in 2009-2010 presents challenges to managers and employees alike. It will have an impact on the way in which managers and employees carry out their day-to-day activities, and the way unionized prosecutors will be managed within a collective agreement.

Cost Recovery: The PPSC currently has the authority to recover costs for legal services provided to federal investigative agencies. The PPSC, in consultation with central agencies, proposes to examine options for moving toward a funding regime that would eliminate the need for cost recovery.

Resourcing: The PPSC must ensure its long-term funding needs are addressed, particularly in the areas of IM/IT requirements and accommodations. In 2009-10, the PPSC assessed the resource gaps related to its capacity to deliver these strategic corporate services. A resourcing strategy is being prepared to support the operational requirements of the organization, based on this assessment. In addition, the PPSC may face financial pressures resulting from the newly imposed requirements in the recent arbitral award relating to the LA Group to compensate for overtime and travel time for some of its lawyers as well as for meals. The PPSC will monitor the impact of these requirements on its budget.

International crime networks: The globalization of crime networks continues to pose significant dangers to national and global security. These networks are involved in organized crime, engaging in such activities as trafficking in human beings, telemarketing fraud, money laundering, drug trafficking and terrorism. International criminal networks exploit national borders in an attempt to thwart the efforts of authorities in their battle to prevent trans-national crime. This world reality has made it imperative for the PPSC and other organizations to work effectively with international partners to challenge the serious threats posed by these international criminal networks, to uphold the rule of law, and to enhance safety and security at home and abroad. In 2010-11, the PPSC will again work with several international bodies such as the International Association of Prosecutors, the Heads of Prosecuting Agencies Conference, and the International Network to Promote the Rule of Law.

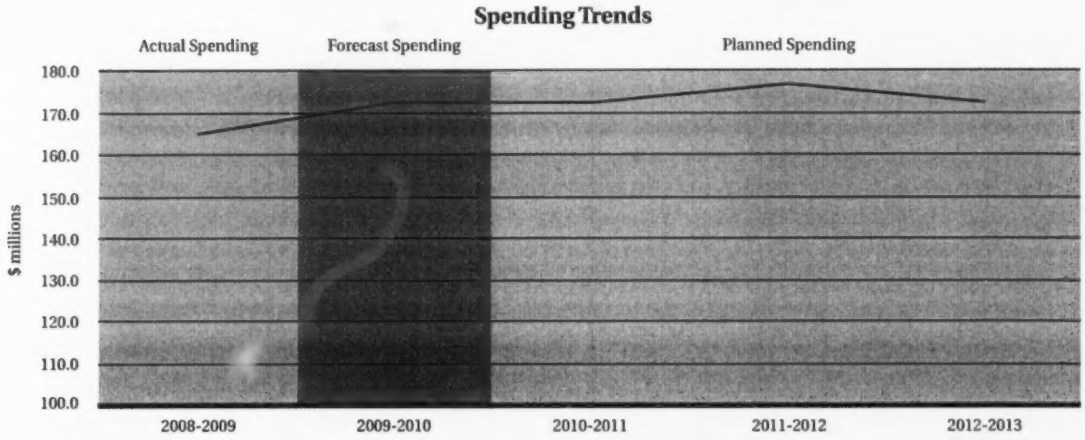
The North: Recruitment and retention continue to be a challenge in the Northern Regions, particularly in the Northwest Territories and Nunavut. To address this issue, the PPSC launched a recruitment strategy in February 2010. This includes public notices aimed at attracting candidates to the unique environment that the North represents and the positive experiences that can be gained from working and living there. However, Crown prosecutors assigned to the North can face the stressful working conditions and pressures associated with, among other things, isolation, cultural differences, geography and the socio-economic conditions that give rise to higher crime rates. Northern prosecutors who are required to travel on court circuits often spend many days away from their homes and families, and can be left stranded for extended periods due to extreme and unexpected weather conditions. Prosecutors and Crown Witness Coordinators can also be subject to the effects of vicarious trauma due to the nature of the work they do.

Competition for scarce resources: Information gathered in 2008-09 confirmed that some regional offices face recruitment and retention challenges. In certain regions of Canada, the salaries paid to provincial prosecutors continue to exceed those paid to PPSC lawyers. This affects the PPSC's ability to attract and retain highly-skilled prosecutors. The PPSC will continue to undertake focused recruitment efforts, as well as post-secondary recruitment activities. It will also implement a people management strategy that targets areas that will ensure that the PPSC remains an employer of choice and that delineates the various corporate approaches to be used in support of workforce development.

Security: Due to the nature of their work, PPSC employees are exposed to incidents of threats and intimidation. Ensuring the safety and security of its employees is a PPSC priority, and includes putting in place appropriate security measures, policies and procedures to protect its prosecutors and other employees. In addition, the PPSC will develop and implement a business continuity plan to ensure the continued delivery of its services.

Spending Profile

As noted in the financial resources summary presented in section 1.2 above, the PPSC plans to spend $172.7 million in 2010-11 to achieve the expected results of its program activities and to contribute to its strategic outcome. The following chart illustrates the PPSC's spending trends from 2008-09 to 2012-13.



The increase from 2008-2009 to 2009-2010 in the PPSC's core spending is mainly due to salary adjustments, including retroactive pay, resulting from the arbitral award given to the Law Group. The increase in 2011-2012 is mainly due to the reprofiling of transition funding related to IM/IT and accommodations whereas the decrease that follows is due to the reduction in the same transition funding for 2012-2013.

Voted and Statutory Items

The following table illustrates the way in which Parliament approved PPSC resources, and shows the changes in resources derived from supplementary estimates and other authorities, as well as how funds were spent.

Vote # or Statutory Item (S)	Truncated Vote or Statutory Wording	2009-10 Main Estimates ($ millions)	2010-11 Main Estimates ($ millions)
35	Program expenditures	141.2	142.9
(S)	Contributions to employee benefit plans	14.8	16.0
	Total	**156.0**	**158.9**

SECTION II—ANALYSIS OF PROGRAM ACTIVITIES BY STRATEGIC OUTCOME

This section describes the PPSC's three program activities as well as its priorities and plans for 2010-11.

2.1 Program Activity #1: Drug, *Criminal Code* and terrorism prosecution program

Human Resources (FTEs) and Planned Spending ($ millions)					
2010-11		2011-12		2012-13	
FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
625	130.2	627	132.3	627	134.1

Program Activity Expected Results	Performance Indicators	Targets
Litigation files that are prosecuted are decided on merit	• Percentage of all litigation files pursued for prosecution that are decided on merit, by most serious outcome (i.e., guilty plea, guilty plea (other / lesser offence), conviction and conviction (other / lesser offence), discharge, acquittal)	• Not applicable
Disposition of cases that are not decided on merit	• Percentage of litigation files not decided on merit: withdrawal, stay of proceedings (Court), stay of proceedings (Crown), quashed	• Not applicable

Description of Activity

Under this program activity, the PPSC provides prosecution-related advice and litigation support during the police investigation, and prosecutes all drug charges under the *Controlled Drugs and Substances Act*, regardless of whether a federal, provincial or municipal police agency lays the charges, except in the case of Quebec and New Brunswick, where the PPSC only prosecutes drug charges laid by the RCMP. Some of these cases involve organized crime.

Pursuant to agreements and arrangements with the provinces, the PPSC also prosecutes *Criminal Code* offences where they are related to drug charges and the drug charges form the major part of the case. In the three territories, the PPSC prosecutes all *Criminal Code* offences.

The PPSC also provides prosecution-related advice and litigation support during police investigations[4], and prosecutes charges under the Part II.1 of the *Criminal Code (Terrorism)* to combat terrorism.

Finally, this program activity involves the promotion of federal/provincial/territorial cooperation on criminal justice issues of mutual concern. This work is carried out through the PPSC's participation in the Federal/Provincial/Territorial (FPT) Heads of Prosecution Committee which supports and promotes effective horizontal linkages between various stakeholders involved in the administration of criminal justice in Canada. The PPSC also participates in dialogue with other stakeholders involved in the criminal justice field. These activities ensure that key linkages are developed and maintained with relevant professional and governmental organizations, both nationally and internationally.

During 2008-09, this program activity involved approximately 65,992 litigation files. The projected volume of litigation files for 2009-10 is 69,444.

Planning Highlights for 2010-11

Within this program activity, two ongoing priorities relate to organized crime and terrorism-related offences.

The focus on organized crime reflects the priority given to this issue by the federal police and other law enforcement authorities. The PPSC will continue to emphasize inter-jurisdictional cooperation within the prosecutorial community and with investigative agencies both federally, nationally and internationally; provide advice and litigation support during the investigative stage, especially on highly complex cases; prosecute organized crime cases on behalf of the Crown; and pursue proceeds of crime and offence-related property. While all PPSC regional offices prosecute organized crime cases, a number of them are involved in highly complex and resource-intensive cases that will continue through 2010-11, and will require dedicated teams of experienced counsel.

The priority given to terrorism-related offences reflects the gravity with which national security matters are viewed. These cases are usually resource-intensive. Three PPSC regional offices are currently prosecuting cases in which charges of terrorism have been laid. In addition, PPSC counsel play an active role during the course of investigations in providing advice to police.

[4] The operational priority for prosecution-related advice during the investigative stage is primarily on highly complex cases.

During 2010-11, the PPSC will continue to work closely with federal-provincial-territorial heads of prosecution on issues and challenges of common interest, to co-chair the FPT Heads of Prosecution Committee and to offer secretarial and administrative support, in addition to renewing efforts to ensure ongoing linkages between the Committee and partners from outside the prosecution community such as the Canadian Bar Association and the Federation of Law Societies of Canada. The PPSC will also continue to participate in the work of the Heads of Prosecuting Agencies Conference (HOPAC) and the International Association of Prosecutors (IAP).

During 2010-11, the PPSC will continue to receive foreign delegations interested in criminal justice and who are seeking to deepen their understanding of the Canadian justice system and Canadian prosecution approaches, particularly in relation to drug and terrorism prosecutions, and with respect to areas of the *Criminal Code of Canada.*

An evaluation of the Crown Witness Co-ordinator program, which operates in the northern territories, is being conducted as part of the Federal Victim Strategy. The PPSC will use the information collected through this evaluation to assess future steps towards enhancing the program.

Benefits to Canadians

This program activity contributes to ensuring a safe and secure Canada through the prosecution of a broad range of criminal activities, including drug-related offences, complex organized crime cases, and terrorism offences. Also, as a result of the many instances of close cooperation between the PPSC and various organizations, both in Canada and abroad, this program activity promotes the rule of law through increased coordination in the administration of criminal justice.

2.2 Program Activity #2: Regulatory offences and economic crime prosecution program

Human Resources (FTEs) and Planned Spending ($ millions)					
2010-11		2011-12		2012-13	
FTEs	Planned Spending	FTEs	Planned Spending	FTEs	Planned Spending
187	17.3	187	17.3	187	17.3

Program Activity Expected Results	Performance Indicators	Targets
Litigation files that are prosecuted are decided on merit	• Percentage of all litigation files pursued for prosecution that are decided on merit, by most serious outcome (i.e., guilty plea, guilty plea (other / lesser offence), conviction and conviction (other / lesser offence), discharge, acquittal)	• Not applicable
Disposition of cases that are not decided on merit	• Percentage of litigation files not decided on merit: withdrawals, stays of proceedings (Court), stays of proceedings (Crown), quashed	• Not applicable

Description of Activity

Under this program activity, the PPSC provides prosecution-related advice and litigation support to federal investigative agencies, and prosecutes cases under more than 60 federal statutes, including regulatory offences and economic crimes. Examples include offences under the *Canadian Environmental Protection Act,* the *Income Tax Act,* the *Competition Act,* and the *Fisheries Act,* as well as offences under the *Customs Act,* the *Excise Act* and the *Excise Tax Act.*

This program activity involved a work volume of approximately 8,682 litigation files in 2008-09, which represented about 13% of the PPSC's total number of files. The projected volume of files for 2009-10 is 9,883.

Specialized teams are dedicated to prosecutions where a specialized knowledge of legislation is required. For example, several PPSC offices have teams of prosecutors dedicated to economic crime prosecutions, whereas the Atlantic Regional Office has a team of counsel devoted full-time to regulatory prosecutions, with fisheries offences accounting for up to 75% of the workload.

The PPSC also provides advice on and prosecutes complex capital market fraud cases. PPSC legal advisors are part of the RCMP's Integrated Market Enforcement Teams (IMETs) that investigate suspected capital market fraud offences.

As well, a group of PPSC prosecutors provides services in highly specialized areas relating to offences under the *Competition Act*, the T*extile Labelling Act*, the *Precious Metals Marking Act*, and the *Consumer Packaging and Labelling Act*. The criminal investigations under these statutes are the responsibility of the Commissioner of Competition. The PPSC provides advice on investigations to Competition Bureau officers. The offences that are most often prosecuted under these statutes are false or misleading representations, deceptive telemarketing, cartel offences, and bid-rigging.

Another key component of this program activity is Law Practice Management (LPM), which includes all management activities such as the management of workload and staff management. The challenge for the PPSC will be to develop and implement an LPM vision and model that will meet its needs, while supporting the current organizational design and being responsive to financial challenges.

This program activity also includes the PPSC's Agent Affairs Program, established to enhance the quality of legal services provided by agents and to ensure cost-effective service delivery. It includes the Agent Affairs Unit at PPSC headquarters, and regional Agent Supervision Units responsible for the day-to-day management of agents.

The Supreme Court of Canada Coordinator acts as the PPSC's agent for the Supreme Court and is responsible for coordinating all litigation work the PPSC conducts before the Court.

The PPSC co-chairs the Securities Fraud and Economic Crime Prosecutors Affiliation, a subcommittee of the FPT Heads of Prosecution Committee. This subcommittee is comprised of an inter-jurisdictional network of prosecutors, police officers and securities regulators. It improves the co-ordination of enforcement by developing best practices and implementing a seamless system for sharing prosecutorial expertise and education between jurisdictions for the investigation and prosecution of large economic crime cases.

The PPSC's mandate also includes the recovery of outstanding fines related to various federal offences.

Planning Highlights for 2010-11

A priority for 2010-11 will be to further develop and implement the PPSC's vision for Law Practice Management. This will include continuing to update the *Federal Prosecution Service (FPS) Deskbook*[5] and once again offering training through its School for Prosecutors. A new component of the Advanced Issues for Prosecutors course, currently under development, is an extensive module on written advocacy that will be offered for the first time in 2010. A needs assessment is under way to determine the enrolment capacity for the August 2010 session. In order to facilitate the sharing of training materials, the School will also continue to develop its web-based and physical repository of training materials.

In addition, the PPSC will continue to work closely with federal-provincial-territorial heads of prosecution on issues and challenges of common interest in the areas of regulatory offences and economic crime. The Securities Fraud and Economic Crime Prosecutors Affiliation will be focusing on the training of prosecutors who handle capital market offences cases and the development of best practices in areas such as information sharing and immunity agreements.

The PPSC will also continue to actively participate in symposia and conferences which focus on regulatory offences and economic crime prosecutions, and to host delegations interested in regulatory prosecutions.

The PPSC's Supreme Court of Canada Coordinator will prepare directives for federal prosecutors regarding litigation in the Supreme Court and templates for commonly used documents such as facta and memoranda of law.

The PPSC's Agent Affairs Program will continue to implement fixed-term agreements for agents, replacing indeterminate appointments which were subject to termination without notice. This multi-year transition began in 2009; fixed-term agreements will be in place in all jurisdictions across Canada by 2014. Under the new regime, any law firm or lawyer interested in becoming a federal prosecution agent can apply for a five-year term when an opening occurs in a jurisdiction. Agents are selected pursuant to a competitive process that includes screening and reference checks. Further information about the fixed-term regime is available on the PPSC website at http://www.ppsc-sppc.gc.ca/eng/aaf-man/index.html.

[5] The *Federal Prosecution Service (FPS) Deskbook* is a policy manual governing all PPSC staff prosecutors and legal agents.

Benefits to Canadians

This program activity contributes to protecting the health, safety and general welfare of Canadians through the prosecution of offences that regulate individual and corporate conduct. It also contributes to maintaining a secure, fair marketplace by enhancing compliance with and enforcement of marketplace rules and regulations.

2.3 Program Activity #3: Internal Services

Financial Resources (in $ millions)

2010-11	2011-12	2012-13
25.2	27.2	21.4

Human Resources (Full-Time Equivalents)

2010-11	2011-12	2012-13
128	128	128

Program Activity Summary and Planning Highlights

Internal services comprises groups of related activities that support the above two program activities and other corporate obligations. The planning highlights of Internal Services include the following:

- *Human Resources (HR) Management:* The PPSC will implement a People Management Strategy that will focus primarily on organizational management and talent management and the improvement of human resources management practices. The strategy includes a national review of work streams, as well as a review of the PPSC's resource mix for consistency and relativity.

- *Management and Oversight:* A multi-disciplinary committee will continue to advance the organization's performance measurement framework, including the implementation of additional performance indicators.

- *Administration:* The PPSC's Administration Services will concentrate on the following priorities:

    - Accommodations – pursue planning and implementation of several regional relocations and the establishment of a single headquarters office location in the National Capital Region.
    - Security - establish a PPSC security program including an Employee Protection Program and a Business Continuity Plan.
    - Occupational Safety and Health - strengthen the PPSC policy capacity in consultation with bargaining agents.
    - Informal Conflict Management - develop an Informal Conflict Management System in collaboration with bargaining agents as required by federal legislation.

These Internal Services planning highlights also contribute to the management priorities presented earlier under Section I.

SECTION III— SUPPLEMENTARY INFORMATION

3.1 List of Tables

The following tables are located on the Treasury Board Secretariat website at http://www.tbs-sct.gc.ca/rpp/2010-2011/info/info-eng.asp.

Horizontal Initiatives[6]

Sources of Respendable and Non-Respendable Revenue

3.2 Other Items of Interest

Public Prosecution Services of Canada Annual Report 2008-2009
http://www.ppsc-sppc.gc.ca/eng/pub/index.html

The Federal Prosecution Service Deskbook
http://www.ppsc-sppc.gc.ca/eng/pub/fpsd-sfpg.html

2008 PPSC Survey of Investigative Agencies in the Provinces: Report on Findings and Conclusions
http://www.ppsc-sppc.gc.ca/eng/pub/index.html

2008 PPSC Survey of Investigative Agencies in the Territories: Report on Findings and Conclusions
http://www.ppsc-sppc.gc.ca/eng/pub/index.html

Public Prosecution Service of Canada Annual Report on the *Access to Information Act* 2008-2009
http://www.ppsc-sppc.gc.ca/eng/pub/ati-aai/index.html

Public Prosecution Service of Canada Annual Report on the *Privacy Act* 2008-2009
http://www.ppsc-sppc.gc.ca/eng/pub/pa-prp/index.html

[6] The PPSC is a partner in the following horizontal initiatives, led by the departments indicated in parenthesis: National Anti-Drug Strategy (Justice); Integrated Market Enforcement Teams (Public Safety); and, Federal Tobacco Control Strategy (Health). More information can be found at http://www.tbs-sct.gc.ca/hidb-bdih/dep-min-eng.aspx?Org=1115